

# **FACTORS AFFECTING THE INVOLVEMENT OF EMPLOYEES IN STATE OWNED ENTERPRISES (SOES) IN ACEH PROVINCE**

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## **ABSTRACT**

*This study aimed to obtain empirical evidence of factors that affect involvement of employees at PT. Jasa Raharja (Persero) Branch Aceh. There have been many previous studies examine on this topic, but along with the passing of time and changes in the environment that is so powerful it is necessary to reconfirm the factors that affect JI especially in the organization of PT. Jasa Raharja (Persero) Branch Aceh. Primary data was taken by circulating questionnaires to the company employees 98 people with census method. Data were analyzed using SEM with AMOS program assistance. Results of the analysis showed that the independent variables OI, PF, and Tr contribute significantly to the dependent variable JI, while the independent variables POS and Mtv not contribute at all to the JI. Furthermore, also found that all the independent variables have a close correlation linearly either contribute or not.*

**Key words:** Employee involvement, Organizational Identification, Training, Perceived organizational support, Motivation, Personality factors, SOEs

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## 1. INTRODUCTION

PT. Jasa Raharja (Persero) Branch Aceh is a company in the form of State Owned Enterprises (SOEs) under the Ministry of Finance of the Republic of Indonesia. The company is engaged in insurance, which give priority to the implementation of programs of Social Insurance and Compulsory Insurance in line with the needs of the community. So, PT. Jasa Raharja (Persero) (SOEs) implement Accident Insurance passenger public transit and insurance responsibilities under the law against third parties as set forth Law No. 33 and 34 in 1964.

The employees are the pillars of the strongest and most valuable assets that contribute significantly to the success and progress of the organization. The concept of job involvement of employees has attracted interest and growing among experts of human resources management. Many organizations face the challenge of managing and empower their employees to actively contribute to a better performance.

In a turbulent economic environment today, organizations require creative and innovative employees who can take the initiative, embrace change, stimulate innovation and address the high uncertainty in the market. To accommodate the demand for employees, most companies have already removed their centralized control management in the hope of promoting flexibility and firmness as well as continuous improvements in individual and organizational performance (Hung 2008).

Increased pressures that drive performance reforms have opened the need to examine and improve engagement techniques work well, it will be able to solve the problem are varied and deprivation that worsens performance. These concerns have necessitated the organization to introduce a comprehensive reform such as performance contracts to improve efficiency and productivity with measurable performance (Aamir A. C, 2008).

PT. Jasa Raharja (Persero) Branch Aceh continuously strive to improve the performance of the organization in accordance with the vision and mission of the company. This would not be realized if the employee is still not able to understand the involvement of their work in producing the firm's output.

This study examines the factors that affect Job Involvement (JI) employees at PT. Jasa Raharja (Persero) Branch Aceh. Researchers used the Job Involvement as the dependent variable or variables that are affected. While the independent variable or variables considered to affect consisting of: (1) Motivation (Mtv), (2) Organizational Identification (OI), (3) Personality Factor (PF), (4) Perceived Organizational Support (POS), and (5) Training (Tr).

## 2. LITERATURE REVIEW

### Job Involvement

The concept of job involvement was originally developed by Lodahl and Kejner in 1965 (Khan and Nemati, 2011; Lubakaya, 2014) which defines where the level of job involvement self esteem is affected by the performance. According to Brown (1996) the degree to which a person identifies psychologically with his or here work and the importance of work to one's self image. Later, this concept is further elaborated by Kanungo (1982a), he tried to eliminate the ambiguity of the concept of job involvement and improve measurement shortages that occurred in previous research. He defines a job involvement as an individual's belief in his work now and he also stated that the involvement of labour acts as a catalyst to meet the needs of individuals today.

Furthermore, Hung (2008) states that the involvement of cognitive work is the fulfilment of a person that helps him to work harder so as to improve its performance. Indeed, the level of job involvement is higher among members of the organization are important in improving

organizational effectiveness (Liao and Lee, 2009). Then, Lodahl and Kejner (Govender and Parumasur 2010) divides the job involvement into four sub-dimension that include: (1) Response to work, (2) Expressions of being job involved (3) Sense of duty towards work, and (4) Feelings about unfinished work and absenteeism. Fourth-four sub-dimensions of these researchers make the indicators in this study to measure job involvement variables.

### **Motivation and Job Involvement**

In this study, it is important for us to know the definition of the term "Motivation". Motivation is an impulse that will cause a person to perform an act in order to achieve certain goals. Motivation comes from the word "motive" which means "encouragement" or stimulation or "driving forces" that exist in a person (Robbins and Judge, 2008: 222-232). According, Berman, Bowman, West and Wart (2010: 180), motivation can be defined as "Drive or energy forces people to act with energy and perseverance towards some goals."

Based on studies Mullins (Govender and Parumasur, 2010) found that motivational factors influence directly on the involvement of employees. Then, the research conducted by Tella, Ayeni and Popoola (2007) found a correlation between motivation and job involvement. There are two types of employee motivation in the workplace, ie, intrinsic motivation and extrinsic motivation. According to the study (Herzberg, (1968) employees who have a high intrinsic motivation in work engagement is considered as an important asset for an organization.

### **Hypothesis 1**

Ho1: There is no significant effect between Intrinsic motivation and job involvement of employees in SOEs Aceh.

Ha1: There is a significant effect between Intrinsic motivation and job involvement of employees in SOEs Aceh.

### **Organizational Identification and Job Involvement**

Mael and Ashforth (1992), Organizational Identification (OI) as togetherness perceived role in an organization, the success and failure of an organization can be perceived as one's own. Organizational identification as beliefs and attitudes shared between employees and policy makers (Dutton & Dukerich, 1991). Some researchers have studied variables organizational identification as a mediator variable (Tastana & Gucelb, 2014; Soenen & Melkonian, 2016; Rim, Yang, & Lee, 2016; Gok, Karatuna, and Karaca, 2015). This research predicted that OI is a factor that can affect JI, through the influence of indicators developed by Mael and Ashforth (1992), namely: (1) the peculiarities of the organization, (2) the prestige of the organization, (3) competition among organizations, (4) the intra-organization competes, and (5) the satisfaction with the organization.

### **Hypothesis 2**

H2o: There is no significant effect between OI and job Involvement of employees in SOEs Aceh.

H2a: There is a significant effect between OI and job Involvement of employees in SOEs Aceh.

### **Personality Factors and Job Involvement**

This study uses a model big five Personality Traits developed by Goldberg (1993). This model is also known as the Five Factor Model (FFM) is a model based on a general description of the personality (the lexical hypothesis). These descriptors are grouped together

using a statistical technique called factor analysis (e.g., the model is not based on experimentation). This theory was analyzed extensively by psychologists, generally using five dimensions that describe the personality and psychiatric. It consists of five factors: Openness Personality; Conscientious Personality; Extroverted Personality; Agreeableness Personality; and Neurotic (Emotionally Stable) Personality; and often abbreviated with OCEAN (Matthews, Deary & Whiteman, 2003). Furthermore, a meta-analysis review of Brown (Bozionelos, 2003) explains that there is a positive relationship between job involvement and identification of individual employees, so the impact on employee involvement in height.

### **Hypothesis 3**

H3o: There is no significant effect between personality factors and job Involvement of employees in SOEs Aceh.

H3a: There is a significant effect between personality factors and job Involvement of employees in SOEs Aceh.

### **Perceived Organizational Support (POS)**

Perceived organizational support (POS) is an employee perception of care or attention to their organization as a form of support in order for them to work better. Based on the POS theory in general, that support of the organization is how far the organization appreciating the contribution and taking care about their well-being (Eisenberger, Huntington, Hutchison, and Sowa, 1986; Rhoades and Eisenberger, 2002; Shore and Shore, 1995). In line with the above view, Chen et al. (2009) argues that the perception of support organisational as emotional fulfilment by the employee to prepare their organizations to be able to appreciate their efforts to the organization.

From some view of the above it is understood that the perception of organizational support is reciprocal efforts initiated by the organization and its employees, so that the demands of organizations for employees can be met and to support each other, and vice versa. Hao et al. (2009) find POS affect the JI based relationship colleagues and guanxi network.

### **Hypothesis 4**

H4o: There is no significant effect between POS and job Involvement of employees in SOEs Aceh.

H4a: There is a significant effect between POS and job Involvement of employees in SOEs Aceh.

### **Training and Job Involvement**

According, Dessler (2003: 275) training refers to the method used to provide skills to new employees or employees of the old. The skill set is nothing new or special that is necessary to do the job. Based on studies conducted Bartlett, dividing the training concept into 6 variables, namely: (1) participation in training, (2) perceived access to training, (3) motivation to learn from the training, (4) perceived benefits of training, (5) perceived support for training, and (6) job organizational tenure (Bartlett, 2001). Furthermore, Bartlett (Rowold, 2008) explained that work engagement is positively influenced by subjective access of employees to participate in training. Conduct training for employees can improve work effectively and efficiently (Palo & Padhi, 2003). Moreover, Farhan Akhtar, Ali, Sadaqat, and Hafeez (2011); Ooi et al. (2007) found that training could improve employee engagement.

### Hypothesis 5

*H5o*: There is no significant effect between training and job Involvement of employees in SOEs Aceh.

*H5a*: There is a significant effect between training and job Involvement of employees in SOEs Aceh.

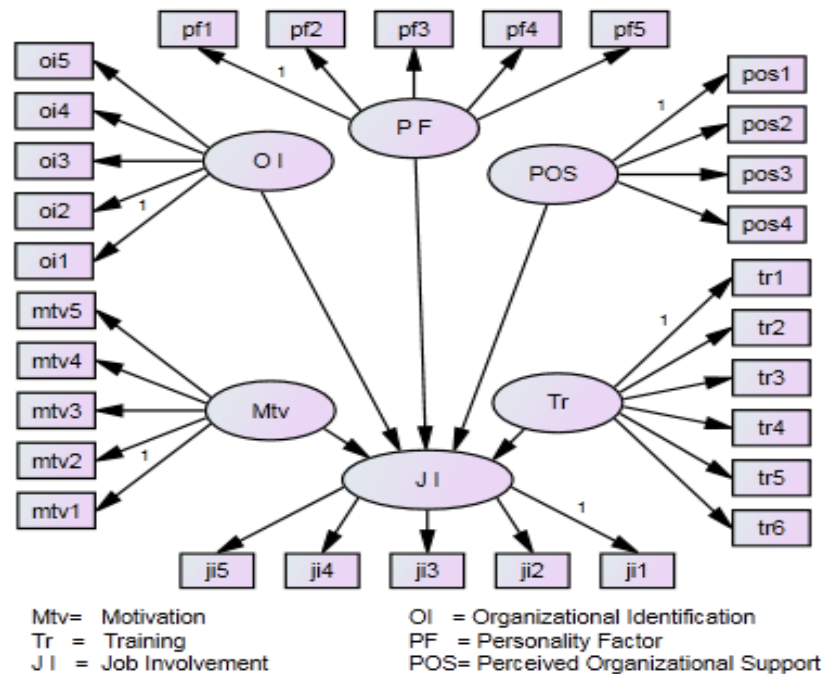


Figure 1 Research model

## 3. METHODOLOGY

### Samples

Samples numbered 98 employees of PT. Jasa Raharja (Persero) Branch of Aceh, which is drawn using the census method. This method is used because the population is relatively small, so all employees is a research sample. Primary data were collected by distributing questionnaires.

### Measurement

Personality variable (independent variable) was measured using the big five model that developed by Goldberg (1993), namely: (1) openness personality, (2) conscientious personality, (3) extroverted personality, (4) agreeable personality, and (5) neurotic (emotionally stable). Variable motivation, using the concept of intrinsic motivation of Ryan and Deci (2000). POS Variable measured using four indicators (Rhoades & Eisenberger, 2002), (1) fairness, (2) supervisor support, (3) organizational rewards, (4) and job conditions. OI Variable is measured using five indicators (Mael & Ashforth, 1992), namely: (1) the peculiarities of the organization, (2) the prestige of the organization, (3) competition among organizations, (4) The intra-organizational competition, and (5) the satisfaction with the organization. Variable training using the opinion of Bartlett (2001), there are six indicators measured: (1) participation in training, (2) perceived access to training, (3) motivation to learn from the training, (4) perceived benefits from training, (5) perceived support for training, and (6) organizational job tenure. Variable JI (dependent variables) using two indicators

developed by Lodahl and Kejner (Liao and Lee, 2009), namely: (1) Internalization of values about the goodness of work, (2) the degree to roommates a person's work is worthwhile. Questions in the questionnaire form of Likert scale with a score of 1 to 5 of the most disagree to strongly agree.

## Analysis Method

Primary data were analyzed using Structural Equation Modeling (SEM) with application Analysis of Moment Structures (AMOS).

## 4. RESULTS

Figure 2 is a full model of SEM to analyze the influence of the independent variable on the dependent variable. The model is declared fit, because it has fulfilled the requirements as shown in Table 1 (Ghozali, 2011: 67-69).

Based on Figure 2 where there are several variables manifest were omitted because they were invalid support constructs such as: variable JI originally there were 5 variables analyzed manifest after staying 3 valid supporting JI. Variable MTV, originally had five manifest variables, when analyzed stayed 4 valid. Variable OI originally had five manifest variables, the analysis, results are valid stayed 3. Variable PF originally there were five, the analysis results are valid only 3. Variable POS, originally had 4, the analysis, results are valid stayed 2, and the variable Tr manifest originally have 6 variables, when analyzed only four that valid. For more details can be compared with the figure 1 (Research Model) and Figure 2 is the result of SEM analysis. Manifest variable are omitted because convergent validity is not valid is under 0.50, while the value of convergent validity (loading factor) above 0.50 are considered to qualify as a variable manifest that form latent variables (see Table 2).

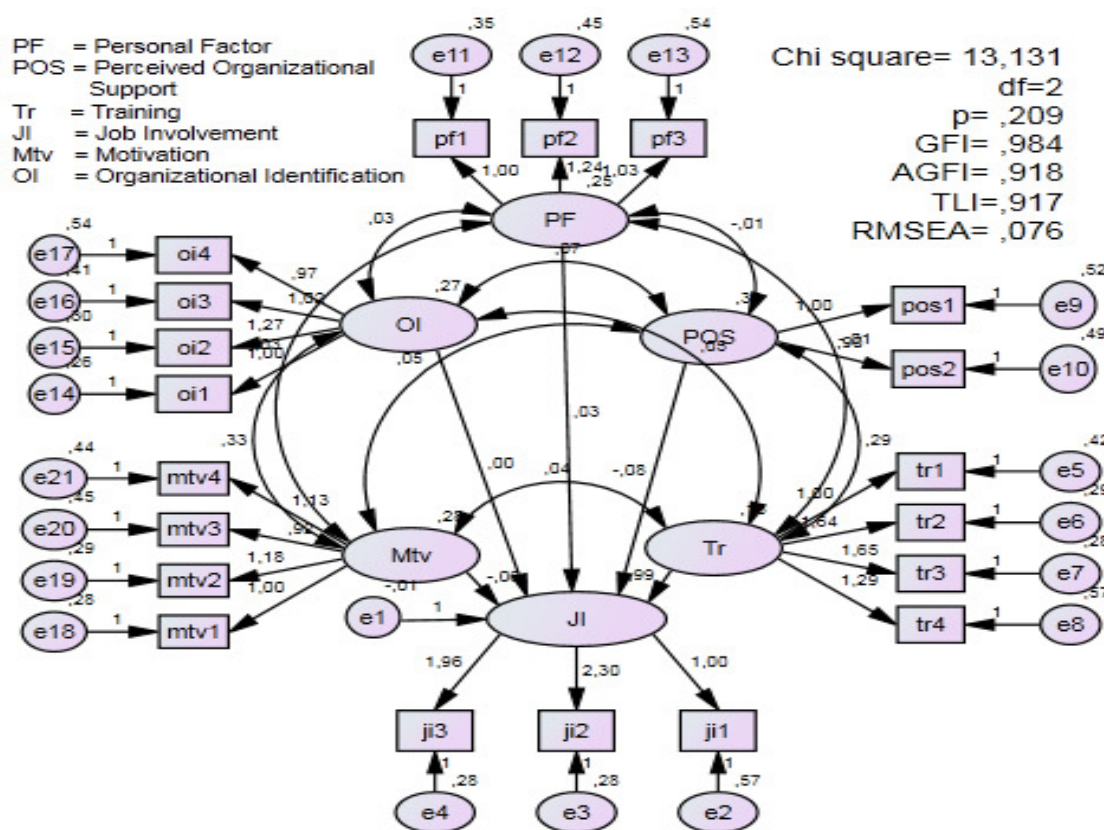


Figure 2 Full model of structural equation (SEM)

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**Table 1** Testing Results *Goodness of fit model*

No	Criteria Index Scale	Reference Values	Result	Appraisal
1	Chi-square	$\geq 0,05$	13,131	good
2	Df	$\leq 5,00$	2,00	good
3	p- value	$\geq 0,05$	0,209	good
4	GFI	$\geq 0,90$	0,984	good
5	AGFI	$\geq 0,90$	0,918	good
6	TLI	$\geq 0,90$	0,917	good
7	RMSEA	$\leq 0,08$	0,076	good

Source: Primary data (2015).

Table 2 is the result of the CFA in predicting the influence of the independent variable on the dependent variable. CFA results showed that the variables PF, OI, and Tr significant effect on the dependent variable (JI). The probability of getting a critical ratio as large as: 5,59; 5,58; and 3,38 in absolute value is less than 0,001. In other words, the regression weight for PF; OI; and Tr in the prediction of JI is significantly different from zero at the 0,001 level (two-tailed). while variable POS and Mtv the probability of getting a critical ratio as large as -0,98 and -1,13 in absolute value is 0,33 and 0,26. In other words, the regression weight for POS and Mtv in the prediction of JI is not significantly different from zero at the 0,05 level (two-tailed).

Table 3 shows the value of convergent validity or value derived factor loading of each independent variable in predicting the dependent variable. Variable PF; OI; and Tr, when PF; OI; and Tr goes up by 1 standard deviation, JI goes up by 0,70; 0,69; and 1,27 standard deviations and all three of these variables are positive and significant effect on the variable JI (see table 2).

**Table 2** Result of Confirmatory Factor Analysis (CFA)

Regression Weights: (Group number 1 - Default model)						
Variables			Estimate	S.E.	C.R.	P
JI	<---	PF	1,09	,20	5,59	***
JI	<---	OI	1,10	,20	5,38	***
JI	<---	POS	-,08	,08	-,98	,33
JI	<---	Tr	,99	,29	3,38	***
JI	<---	Mtv	-,06	,05	-1,13	,26
ji1	<---	JI	1,00			
ji2	<---	JI	2,30	,52	4,40	***
ji3	<---	JI	1,96	,45	4,35	***
tr1	<---	Tr	1,00			
tr2	<---	Tr	1,64	,32	5,11	***
tr3	<---	Tr	1,65	,32	5,13	***
tr4	<---	Tr	1,29	,30	4,24	***
pos1	<---	POS	1,00			
pos2	<---	POS	,90	,13	6,98	***
pf1	<---	PF	1,00			
pf2	<---	PF	1,24	,35	3,59	***
pf3	<---	PF	1,03	,28	3,65	***
oi1	<---	OI	1,00			
oi2	<---	OI	1,27	,15	8,23	***
oi3	<---	OI	1,02	,15	6,85	***
oi4	<---	OI	,97	,16	6,13	***
mtv1	<---	Mtv	1,00			
mtv2	<---	Mtv	1,18	,15	8,05	***
mtv3	<---	Mtv	,92	,15	6,30	***
mtv4	<---	Mtv	1,13	,16	7,17	***

Source: Primary data (2015).



**Table 3** Result of Standard Deviation Loading Factor

<b>Standardized Regression Weights: (Group number 1 - Default model)</b>			
Direct Effect			Estimate
JI	←	PF	,70
JI	←	OI	,69
JI	←	POS	-,15
JI	←	Tr	1,27
JI	←	Mtv	-,10

Source: Primary data (2015).

Table 4 shows the relationship among the independent variables where the probability of getting a critical ratio (biggest) is 7,33 and smallest is 2,62, at absolute value are less than 0,001. In other words, the covariance between independent variable is significantly different from zero at the 0,001 level (two-tailed).

**Table 4** Result of Correlations Analysis Between Variables

<b>Covariances: (Group number 1 - Default model)</b>							
Correlation of independent variables			Estimate	S.E.	C.R.	P	Label
OI	↔	Mtv	,33	,06	5,39	***	par_6
POS	↔	Tr	,29	,07	4,20	***	par_7
PF	↔	OI	,28	,04	6,78	***	par_8
PF	↔	Mtv	,57	,08	7,23	***	par_9
PF	↔	POS	,34	,11	3,17	,00	par_10
POS	↔	Mtv	,52	,09	6,12	***	par_11
Tr	↔	Mtv	,28	,07	4,10	***	par_12
OI	↔	Tr	,27	,06	4,11	***	par_13
PF	↔	Tr	,25	,10	2,62	,01	par_14
OI	↔	POS	,28	,05	5,89	***	par_15

Source: Primary data (2015).

## 5. DISCUSSION

Research on Job Involvement (JI) this is not research the hundredth time, but has already exceeded that and this study is not the last, but it will be much more research in the same context continue in the future. JI will continue to be assessed along with the passing of time and changes in the organizational environment that constantly occur, which in turn will also change the mindset and behaviour of the people in the organization.

This study analyses the return factors that affect JI in the organization by presenting five independent variables that researchers consider to contribute profoundly influenced the JI, namely: Motivation (Mtv); Organizational Identification (OI); Personality Factor (PF); Perceived Organizational Support (POS); and Training (Tr). The results of the study found that PF, OI, and Tr give a significant contribution to the JI, the results of this study in



accordance with the results of the study (Lubakaya, 2014). While the POS and Mtv have no contribution to the JI. Based on these findings certainly no different and there are also similarities with the results of previous studies.

## 6. CONCLUSIONS

This study uses five independent variables, namely: Mtv; OI; PF; POST; and Tr to predict the dependent variable is: JI. Based on the analysis of research data shows that OI; PF; and Tr affect the significance of the variables JI, while Mtv and POS no proven effect. Therefore, it can be concluded that the hypothesis (H1o & H3o) and (H2a; H4a; & H5a) accepted.

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